



BSBPMG531

ASSESSOR GUIDE

Manage project time

Assessment 6 of 6

Project

Assessment Details

Task overview

This assessment task requires you to review and analyse time management processes and documents and write a review of the project scheduling and time management issues.

Read the case study 'Complete Business Solutions Australia' and complete each part.

Additional resources and supporting documents

To complete this assessment, you will need:

- Assessment tasks that you have completed relating to indoor sustainability garden
- Computer and software

Assessment Information

Submission

You are entitled to three (3) attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.

Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

- the processes for conducting the assessment (e.g. allowing additional time)
- the evidence gathering techniques (e.g. oral rather than written questioning, use of a scribe, modifications to equipment)

However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.



Please consider the environment before printing this assessment.

Case study – Complete Business Solutions Australia

The following assessment tasks use a simulated business called Complete Business Solutions Australia (CBSA).

Task Instructions: Review and analyse time management processes and documents

You work as Tina Hughes, Sales and Marketing Manager for Complete Business Solutions Australia (CBSA).

To begin this part, read the following e-mails and then complete the tasks that follow:



To: Tina Hughes (tina.hughes@cbsa.com.au)
From: Gavin Stead (Gavin.stead@cbsa.com.au)
Date/time: Thursday 3.30 p.m.
Subject: Indoor sustainability garden

Good morning Tina,

Although I have not been in the office recently, I see from the calendar our garden wall should be almost complete. Could you please provide me with a concise overall review of the project performance, including the project delivery schedule and the effectiveness of the time management activities? I would like to present this information at my board meeting next week.

Please complete the Lessons Learned template, which is a requirement of our organisational procedures at the completion of all projects. I look forward to your recommendations to improve time management techniques and tools in the future projects we will deliver. Reviewing the project is very useful for us to refine and improve our methods to ensure the successful completion of our projects, and we are getting a good name in the business for completing on time.

Kind Regards,

Gavin Stead

Managing Director

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au



Complete the following steps.

Steps

Review and analyse the time management processes and documents used during the Indoor Sustainable Garden project life cycle. Identify improvements for future projects.

This will require you to:

1. Review the project schedule to determine the effectiveness of the project time management activities. Use the Gantt chart, milestone document and any other tracking document you prepared to review the progress of tasks across the project.

2. Complete the **CBSA Lessons Learned template** to complete a written review of the effectiveness of the project time management processes on the project scheduling, project outcomes and project deliverables, including:
 - a. Identify at least two (2) time management issues during the project life cycle that directly related to changing the schedule. Explain how they were managed and what improvements could be made and considered for future projects.
 - b. Recommend one (1) way to improve how issues could be addressed or eliminated to improve future projects
 - c. Identify two (2) positive aspects of the project scheduling process and how these helped meet the project deliverables.

Your lessons learned must use:

- a. Appropriate language, correct punctuation and spelling
- b. Be appropriately formatted using appropriate tone and content for the purpose and audience

Assessor Instructions

Review and analyse time management processes and documents

Purpose of the Task

This part is designed for the student to demonstrate they can review and analyse project scheduling performance records to determine the effectiveness of time management activities. The student will complete a lessons learned report to inform continuous improvement in project scheduling.

Guidance to Assessors About this Task

There is no submission due date for this task.

Review all evidence and mark using the assessment checklist and assessment marking criteria to record the outcomes of this task. Example benchmark responses are provided below.

Use the following as guidelines for assessing the task in this part.

The student must:

- complete the CBSA lessons learned template in full
- use language appropriate to an e-mail and the recipient, e.g. business-like, short and concise and keeping to the facts

An example is provided, but the student is not limited to this. Accept variations of the following.

Lessons Learned Form

PROJECT DETAILS	
Project Name	Indoor Sustainable Garden
Project Manager	Tina Hughes (or student name)
Position	Position
Date	Dd/mm/yy
PROJECT ANALYSIS AND REVIEW	



<p>Information and process used to review and analyse the effectiveness of the schedule and time management processes against the project outcomes.</p>	<p><i><<The student is to provide a brief summary of the review process.>></i></p> <p><i>I reviewed all project documentation, including the Gantt chart and compared the planned against actual to identify improvements for future projects.</i></p>
<p>How effective were the project time management tools and techniques used?</p>	<p><i><<The student is to identify at least three activities/techniques/tools that worked well during the project's scheduling and managing changes to the schedule over the project life cycle and describe why they were effective.>></i></p> <p><i>The tools/techniques and activities used to prepare and maintain the project schedule meant that, on the whole, the project ran smoothly, and stakeholders and the project sponsor were kept well informed.</i></p> <p><i>I found using the spreadsheet to prepare the Gantt chart was effective for me as I could manipulate the inputs and understand how each task impacted another. I felt I was more in Control of the project.</i></p> <p><i>The WBS was also a useful tool as it made me identify all the tasks that needed doing, including subtasks which meant nothing was left to chance. It was a good visual tool to see what had to be done and when. It was helpful to refer to the WBS and discuss tasks with all stakeholders involved in the project. It helped me to allocate time to tasks and costs to manage both schedule and budget.</i></p> <p><i>The critical path analysis technique enabled me to identify the longest path the project might take, and I was able to build in some 'free time' in case one or another task was held up for some reason, either in my Control or external to my Control</i></p>
<p>What time management issues occurred over the project?</p>	<p><i>Although it was only a short project, it still had some minor issues. These issues did not greatly impact the schedule except for the change to scope that involved adding the CBSA logo to the garden wall as a marketing strategy and improving CBSA's image. This took us back to the design stage and extended the project by a week, affecting the budget allowance. We were lucky that it did not affect resourcing as the CBSA staff involved were employed for the project's length, and the staff's role with the wall maintenance is ongoing after the project's completion. The only issue was the rescheduling of the training. Other minor issues, such as ensuring sign-off at the design stage and involving CBSA staff from the beginning of the project, did not affect the scheduling. The incidents such as the pot falling, staff not turning up to training and damage to the floor did not impact scheduled activities.</i></p>
<p>What needs improvement</p>	<p><i><<The student must identify at least two time management issues during the project life cycle that are directly related to changing the schedule.>></i></p> <p><i>Overall, the performance of the project was good, despite some delays and incidents. Things I think need improvement:</i></p> <p><i>The communication between stakeholders, the project sponsor and the project manager at the beginning of the project could have been better. There were things that had not been passed on, like Consulting CBSA staff and signing off on design. Had this been outlined as essential from the CBSA viewpoint; it would have alleviated the need to amend the schedule at the beginning of the project</i></p>

	<p><i>Changes to scope affect scheduling and budget well into the project. This is only a short project, yet we had changes to scope, which extended the project timeline as it took us right back to the project's design stage.</i></p> <p><i>When staff are trained – in this case, training could have been organised during the Construction phase of the project</i></p>
Two recommendations for future projects (or what could be done differently) about selecting and using time management tools and techniques.	<p><i><<The student is to recommend two recommendations for continuous improvement purposes.>></i></p> <p><i>I would recommend:</i></p> <p><i>The use of a Gantt chart for project scheduling. I think, although I like using the spreadsheet to prepare a Gantt chart, that a project software program to complete scheduling tasks would be more time effective, especially for large projects.</i></p> <p><i>Project managers use critical path analysis techniques to identify the length of the project. This helps to schedule minor tasks and build in 'free time'.</i></p> <p><i>Changes to scope are minimised by having an in-depth and effective initial project meeting to determine the needs of all stakeholders and involve as many persons as necessary to identify the project deliverables. If the scope and project deliverables are firmly decided, the schedule can be prepared, and few changes, if any, will be required over the project's life.</i></p> <p><i>Identifying training upfront as one of the first things to be organised – of course, this will depend on the project as some will need to be finished before training can begin (e.g. IT projects). However, training can still be organised and ready to go as soon as the project schedule flags it to begin, not start preparing for it at that stage. Training is essential for the implementation of project deliverables, and ample time should be provided in the schedule for this.</i></p>

Submission instructions

Submit your assessment via the LMS.

Assessment checklist

Students must have completed all activities within this assessment before submitting. This includes:

The student has submitted:		Yes	No
1	CBSA Lessons Learned template	<input type="checkbox"/>	<input type="checkbox"/>

Assessment marking criteria: Review and analyse time management processes and documents

Assessor Instructions

All sections/questions must be completed.

The evidence submitted demonstrates that the student has satisfactorily (S) covered the following criteria, or the evidence is not yet satisfactory (NYS) and requires resubmission.

		S	NYS
1	Completed the CBSA Lessons Learned in full	<input type="checkbox"/>	<input type="checkbox"/>
2	Described information and process used to review and analyse the effectiveness of the schedule and time management processes against the project outcomes.	<input type="checkbox"/>	<input type="checkbox"/>

3	Described the effectiveness of the project time management tools and techniques	<input type="checkbox"/>	<input type="checkbox"/>
4	Described the time management issues over the project	<input type="checkbox"/>	<input type="checkbox"/>
5	Identified improvements to project	<input type="checkbox"/>	<input type="checkbox"/>
6	Recommended two recommendations (or what could be done differently) about selecting and using time management tools and techniques	<input type="checkbox"/>	<input type="checkbox"/>
9	Used appropriate format and language for the audience (Project Sponsor) and purpose, including: <ul style="list-style-type: none"> a. Use appropriate tone, e.g., business, clear and respectful b. Recommend improvements for the future 	<input type="checkbox"/>	<input type="checkbox"/>

Congratulations, you have reached the end of Assessment 6

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